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14 FEB 1977

MEMORANDUM FOR: Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : MAG Paper on Personnel Management dtd 7 Dec 76

REFERENCES : (a) Memo for DD/A fr DD/S&T dtd 2 Feb 77,
re same subj.
(b) Memo for DD/A fr DD/O dtd 31 Jan 77,
re same subj.
(c) Memo for DD/A fr DD/I dtd 31 Jan 77, subj:
Personnel Management

1. Forwarded herewith is a list of proposals made in the MAG paper of 7 December 1976 with a digest of the comments by the DDO, DDI and DDS&T on those points. While not all the proposals were addressed by each of the Deputy Directors, the Directorates were uniform in their opposition to downgrading the status of specialists and to the establishment of an Agency panel or board to manage employees on rotation. They also generally support Agency current personnel systems but make note that better use could be made of them; there is no reference to who should be responsible for the better use.

2. The DD/O's response is the most thoughtful of the three and shows a greater appreciation and understanding of personnel management, per se, as well as an understanding of the employee. The paper reflects the Directorate's longer experience with an established personnel system and gives a more realistic appraisal and evaluation of the MAG proposals. There is evidence of a personnel philosophy and a reason for the management actions. The comments are directed to DDO policies and practices; shortcomings are admitted and note is made of efforts to improve.

3. The DD/S&T's paper covers most of the points in the MAG paper and while noting "unverified generalizations and lack of sophistication in its factual base" is generally accepting of the statements. The paper reflects a desire "to do good," but makes no note of how S&T would go about it except where a policy is already in practice.

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4. The DD/I's paper is the least comprehensive, apparently addressing only those points the DDI wants to oppose or specifically endorse, such as elimination of the grades GS-9B and GS-10. The paper is so brief it offers no glimpse of a personnel management philosophy or direction.

5. Both the DDI and DDS&T papers express concern with the problems cited in the MAG paper, but their replies give a feeling of political response rather than a serious analysis of the proposals. The answers in most instances are simplistic responses to the MAG's simplistic solutions for the employee problems perceived by the Group as management's responsibility.

(SAC) F. W. M. Janney

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Att.

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